



Mastering Disruption: An Integrated Framework for Emergency, Crisis, and Business Continuity.

From cold logic comes control. From control comes a successful outcome.



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"The probability of something happening is inversely proportional to its desirability." Gumperson's Law

"The magnitude of a catastrophe is directly proportional to the number of people watching." Stewart's Corollary

"The magnitude of a catastrophe is exponentially proportional to the importance of the moment." Albert Einstein's Corollary





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Image series on HSE issues

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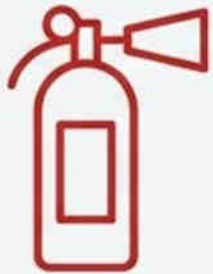
The Problem: Ambiguity in a Crisis Breeds Escalation.

Organizations often use terms like “Emergency Management,” “Crisis Management,” and “Business Continuity” interchangeably. This lack of clear distinction leads to confusion, flawed prioritization, and a failure to apply the necessary “coldness and logic.” The result: simple incidents unnecessarily escalate into major disasters.





To Achieve Control, We Must First Define the Terms.



Emergency Management

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A specific, tactical response to an event that could lead to a loss of operations. It involves containing a localized incident to prevent it from becoming a crisis.



Crisis Management

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A strategic, C-suite level approach to situations that pose an existential threat. The focus is on high-level coordination, communication, and protecting brand and reputation.



Business Continuity

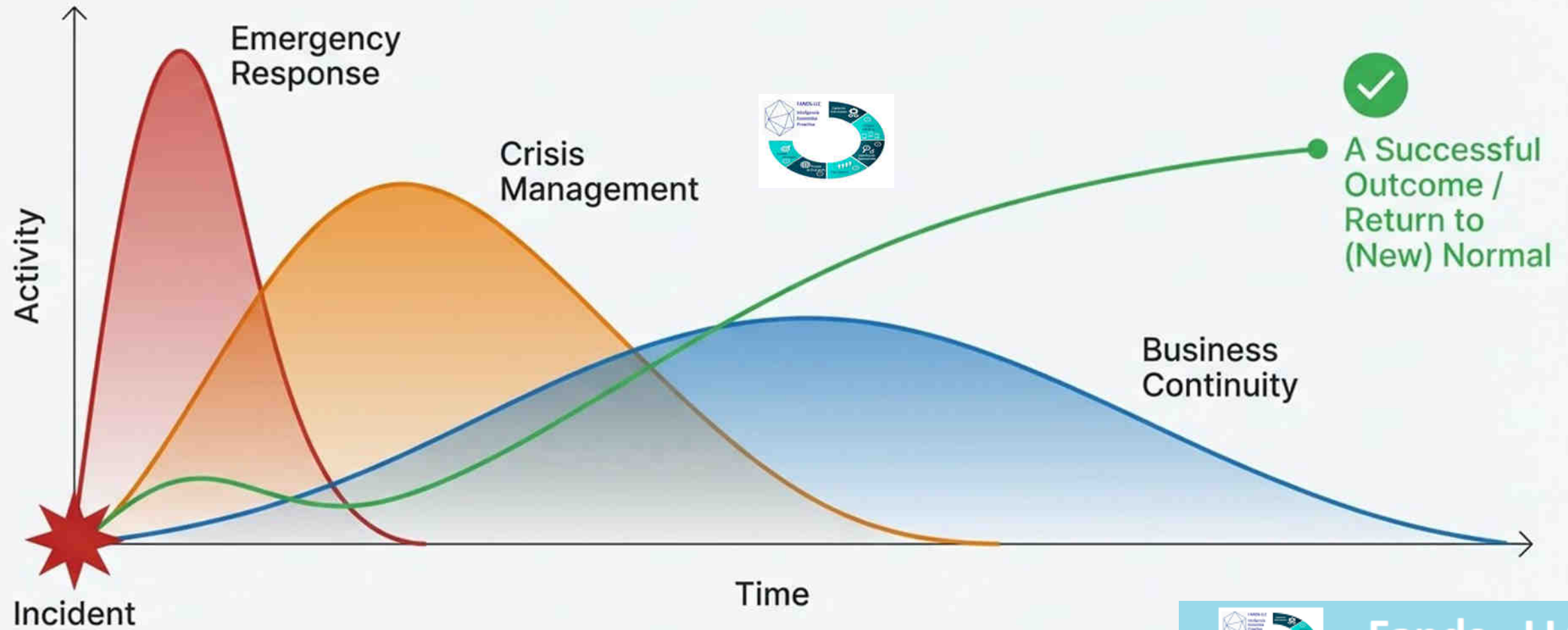
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The strategic plan to restore critical business functions after a prolonged disruption. The goal is to recover operations and return to a new business-as-usual.





The Solution: A Unified Timeline Integrates Every Phase of Response.



Our Guiding Philosophy: A Clear Hierarchy of Priorities



1. **People:** The safety of our people, contractors, and the public is the absolute first priority.
2. **Environment:** Control environmental risks and contain any pollution or damage.
3. **Asset:** Secure physical and operational assets and prevent escalation of damage.
4. **Reputation:** Manage the impact on the company's reputation and business continuity.

This simple framework guides every decision, ensuring 'coldness and logic' prevail under pressure.





The Response Scales with the Threat: A Three-Tiered Escalation Framework



LEVEL 3



LEVEL 3

Crisis

Executive leadership response for events that threaten strategic objectives, reputation, or viability. Managed by the Crisis Management Team (CMT).



LEVEL 2

LEVEL 2

Critical

Senior management coordination for incidents with critical consequences impacting multiple functions. Managed by the University/Group Incident Management Team.



LEVEL 1

LEVEL 1

Local

Immediate response to protect people and assets. Activated locally by Emergency Response Plans (ERPs) and managed by Local Response Teams.





Objective Triggers Define When to Escalate

LEVEL 1 - SERIOUS (Site Emergency Response)

****Impact on People**:** Serious temporary injury/illness.

****Financial Impact**:** Loss or deterioration from expectation >\$0.3m but less than \$3m.

****Reputation Impact**:** Negative state media, heightened local community concern.

LEVEL 2 MAJOR / AL / (Group Emergency Management)

****Impact on People**:** Permanent injury/illness or 1-3 fatalities.

****Financial Impact**:** Loss or deterioration from expectation >\$3m but <\$100m. Significant impact to cash flow.

****Reputation Impact**:** Negative national media for >1 day, severe degradation of services to customers.

LEVEL 3 - CATASTROPHIC (Crisis Management Plan)

****Impact on People**:** Fatalities >4 or severe irreversible disability to a large group.

****Financial Impact**:** Loss or deterioration from expectation >\$100m. Severe cash flow crisis.

****Reputation Impact**:** Negative international or prolonged national media (>2 weeks), potential for jail terms.



Success is Built on Proactive Preparedness, Not Reactive Heroics.



- **HSE Training & Culture:** Develop proactivity and involve all personnel in the HSE philosophy.
- **Plan Development:** Create robust Emergency Response Plans (ERPs) for each asset and a comprehensive Business Continuity Plan (BCP).
- **Drills & Exercises:** Conduct drills at every level—from individual units to regional simulations—to test procedures and build muscle memory.
- **Equipment & Resource Verification:** Ensure all PPE, firefighting equipment, alarms, and escape routes are maintained and ready.
- **Bridging Documents:** Ensure plans are integrated with all contractors and partners.



The Emergency Response Plan (ERP) is the Tactical Playbook.

A site-level ERP is not a document that sits on a shelf. It is a **living set of procedures** designed to minimize impact and facilitate recovery. It must be clear, accessible, and tested.



- ✓ **Definition of key roles and responsibilities** (e.g., On-Scene Commander).
- ✓ **Clear protocols for initiating a response** (e.g., flash messages).
- ✓ **Detailed emergency scenarios and corresponding response guidelines.**
- ✓ **Evacuation protocols and designated muster points.**
- ✓ **A key contacts directory, updated quarterly.**
- ✓ **Criteria for escalating to the Group Emergency level.**



Clear Roles and Mission-Specific Tools Ensure Flawless Execution

In an emergency, every key individual must know their exact responsibilities without hesitation. We achieve this through defined roles and practical job aids.



Key Roles



General Managers

Responsible for establishing and implementing the group emergency plan.



Chief Risk Officer / CCMER Leader

Establishes the overall framework and manages the crisis management tier.



Emergency Team Leader / On-Scene Commander

Leads the site-level response, following the ERP.

Actionable Tools



Mission Cards (MPRs)

Simple, portable cards that describe the specific roles and responsibilities for key personnel. Used for induction, training, and during emergencies.



Scenario Checklists

Pre-planned guidance for specific incident types, ensuring all critical aspects are considered.



The Mindset for Mastery: A 3-Step Process for Clear Thinking Under Pressure



1. MAINTAIN CONTROL.

- **Think**
"I CAN switch into crisis management mode."
- **Action**
Take a deep breath. Glance at your watch. Focus.

2. ANALYZE THE SITUATION.

- **Think**
What data do I have? What is missing?
- **Action**
Consider reports, trusted input, and personal experience. Ask what's missing.

3. TAKE APPROPRIATE ACTION.

- **Think**
Does this step reduce the risk? Does it buy more time?
- **Action**
You don't need to solve the whole problem. Do the next right thing, however small. Repeat steps as needed.



The System Stays Sharp Through Continuous Testing and Improvement

Plans are validated and competencies are built through a regular schedule of drills and exercises. This process reinforces training, assesses our capability, and identifies opportunities for improvement before a real event.



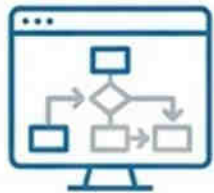
Inspection of Equipment

Regular checks of facilities and emergency gear.



Emergency Drills

Testing specific elements of a response plan (e.g., an evacuation drill).



Simulation Exercises

Desktop exercises to validate the integration of arrangements across teams.



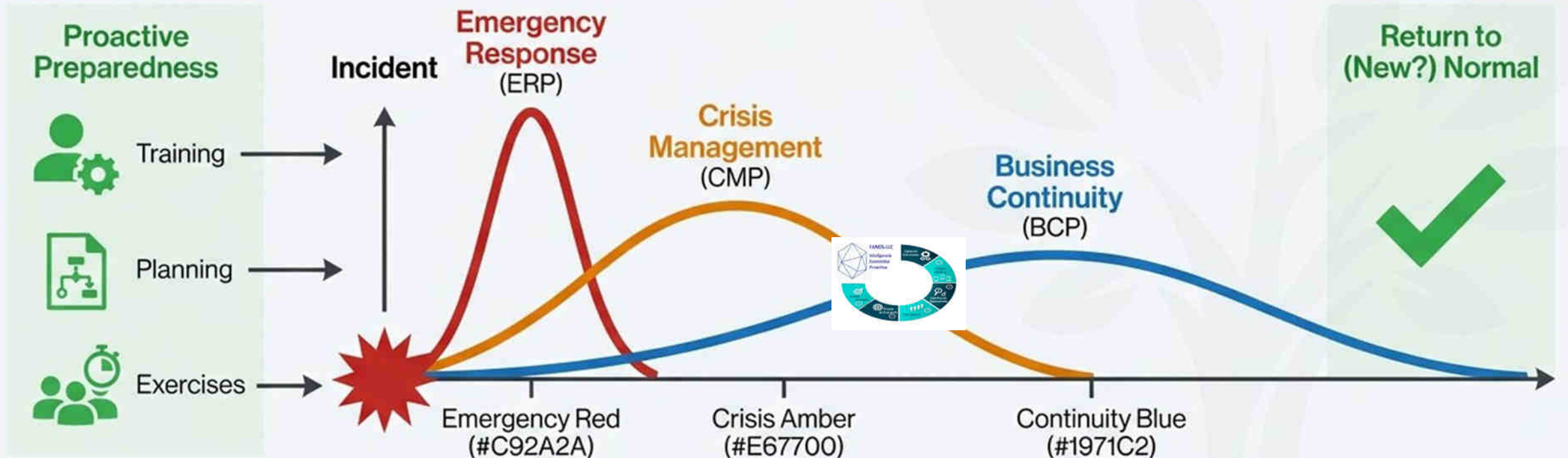
Full-Scale Exercises (FSE)

Demonstrating the robustness of the entire emergency organization, often involving multiple tiers and external agencies.

An actual emergency where the plan is activated counts as a test. All exercises and incidents must have a formal debrief to capture lessons learned.



From Proactive Planning to a New Normal: A Complete System for Resilience



Mastering disruption is not a matter of chance; it is the result of a disciplined, integrated system built on clear priorities, proactive preparation, and a commitment to cold, logical execution.



ARE YOU READY?



**Danger and death don't wait.
24/7 Vigilance**



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Registered Office

Naaman's Building, Suite 206, 3501 Silver side Road, Wilmington, New Castle County Delaware, 19810, USA

Physical office

Desk at a Hotel Suto Avenida el Suto s/n San Jose de Chiquitos Santa Cruz Bolivia

WhatsApp and mobile phone +591-71696657 michel.friedman@fands-llc.biz